

Technology & IP Protection and Management Plan (Maximizing Value)

A guide to better decision-making

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The GCC is experiencing unprecedented growth and investments by governments, local and foreign investors, and innovative organizations into the development and commercialization of technology, know-how and intellectual property (IP) in order to localize, diversify, and grow the GCC economies into 2030 and beyond. Forward-thinking organizations within the region are executing a novel approach to identifying, capturing, and leveraging new and existing technology and the IP assets that provide protection for innovation investments. Following this trend, GPCA in collaboration with Norton Rose Fulbright (NRF) and Foucault Associates (F&A) has developed the GCC's gold-standard, best-practice strategy for managing and maximizing value from your organization's technology and IP assets.

As a brief summary, GPCA's Technology & Intellectual Property (IP) Protection and Management Plan strategically aligns the technology development and IP protection and enforcement approach within your organization with its strategic vision, existing and future businesses, and organizational structure and personnel capabilities. The plan includes a comprehensive, top-down methodology to build and foster an innovation and IP culture within your organization to reduce risk and protect innovation assets, capitalize on technology and IP commercialization, maximize return on investment (ROI) and ensure business growth plans.

This poster provides a high-level framework of the Technology and IP Protection and Management Plan and lays the groundwork for a series of forthcoming workshops, trainings, and learning sessions with GPCA and its members. GPCA is pleased to provide this thought-provoking strategic framework and looks forward to engaging with you and your organization during the roll-out of this transformative initiative.



The Gulf Petrochemicals and Chemicals Association (GPCA) represents the downstream hydrocarbon industry in the Arabian Gulf. Established in 2006, the association voices the common interests of more than 250 member companies from the chemical and allied industries, accounting for over 95% of chemical output in the Gulf region. The industry makes up the second largest manufacturing sector in the region, producing over USD 108 billion worth of products a year.

The association supports the region's petrochemical and chemical industry through advocacy, networking and thought leadership initiatives that help member companies to connect, to share and advance knowledge, to contribute to international dialogue, and to become prime influencers in shaping the future of the global petrochemicals industry.

Committed to providing a regional platform for stakeholders from across the industry, the GPCA manages six working committees - Plastics, Supply Chain, Agri-nutrients (formerly known as Fertilizers), International Trade, Research and Innovation, and Responsible Care - and organizes six world-class events each year. The association also publishes an annual report, regular newsletters and reports.

For more information, please visit www.gpca.org.ae



Norton Rose Fulbright (NRF) is a global law firm, providing cutting-edge and innovative organizations with full business legal services. With more than 3,700 lawyers in over 50 cities worldwide, we are one of the largest, most prestigious law firms in the world.

In the Middle East, NRF is one of the best resourced and most highly regarded international legal practices, with offices throughout the region, and advising clients across a wide variety of sectors on major transactions, projects, commercial deals, and intellectual property matters and disputes.

With over 200 intellectual property (IP) lawyers globally, we support businesses, research institutions, universities, governments, and organizations with building, implementing, and managing IP strategies and infrastructure at every stage of the innovation lifecycle. Our IP practice is staffed with legal experts in the Middle East and around the world.

Our IP practice includes managing a wide range of patent, trademark, trade secret, confidentiality, and copyright matters and portfolios. We are one of the best in IP commercialization, drafting and negotiating a wide variety of technology transactions and IP deals, including non-disclosure (NDAs), license, collaboration, joint venture (JVs), and technical service agreements, and other technology related contracts for the development and/or acquisition of innovative products and services.

In addition to IP counselling and services, our firm also has experienced professionals that can advise on data protection, data breach investigations, digitalization, IT and organizational transformation, environmental and sustainability efforts, as well as developing policies, procedures, guidelines, workflows, and best practices for all of the above.

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This **Technology & Intellectual Property (IP) Protection and Management Plan** framework was developed by GPCA in collaboration with Norton Rose Fulbright (NRF) and Foucault Associates (F&A) as the GCC's gold-standard, best-practice strategy for maximizing value from your organization's technology and IP assets. Innovative, technologically dependent or advanced organizations would equally benefit from implementing this strategy to enhance technology development, secure innovation investments and, current and future market positions, and drive towards improved products, services, sales, and profitability.



BUILD IT



RESTRUCTURE AND TRANSFORM



IMPROVE AND OPTIMIZE



Organization vision



Organization business



Organization structure



Technology plan



IP/ Legal support

What is the vision, plan, strategy, priority for your organization, university, research institution or company?

- Maintain status quo – GCC
- Growth in KSA, China, India, etc.
- Diversification
- Localizing business opportunities (i.e., KSA Vision 2030, Oman Vision 2040, etc.)
- Divestment
- Transformation
- Digitalization/Digitization
- Restructuring
- Develop Technology
- Import and leverage third party technology
- Determine soft metrics such as brand image or customer experience
- Key Performance Indicators (KPI) – Technology & IP Commercialization, whether, current or new business/start-ups

What is your key business?

- Feedstock
 - Gas, Oil & Coal
 - Others, Alternative feedstock
- Process/ Manufacturing/ Simulations
 - Reaction, Chemistry Process (catalyst/ Formulation)
 - Refinery | Cracker, Distillation, Separation, down stream units, etc.
 - Maintenance, optimization
 - Revamps, Debottlenecking, etc.
- Material/ Supply
 - Reactors & Catalysts
 - General Equipment, Specialized parts
- Products
 - Chemicals
 - Metals
 - Fertilizers
 - Polymers & Plastics
 - Specialty Products
- Energy & Waste Management
 - Traditional
 - Circular Economy
 - Carbon Neutrality
 - Renewable Energy (Solar, Wind, Hydrothermal)
 - Electrification
- Application/ Customers
 - Personal hygiene
 - Pipe | Foam
 - Film & packaging
 - Adhesives, coatings
 - Clothing and footwear
 - Electrical & electronics
 - Fuel & Fuel Additives
 - Others

How are the different operating and organizational structures set up and interact?

- Business Units
- Technology
- Innovation
- Research & Development
- Engineering
- Project Management
- Intellectual Property Protection (internal or outsourced – who, how and to what extent)
- Manufacturing
- Marketing and Sales
- Supply Chain
- Procurement
- Finance
- Information Technology
- Human Resources
- Corporate Communication
- Investor Relations
- Deal Team – M&A, Growth Projects, JV Affairs
- Affiliate Structure
 - JVs, publicly traded, wholly-owned, etc.
 - Licensed-in 3rd Party Technology

How do you use and want to use your technology expertise?

- Technology Assessment
 - Searching for 3rd party technology and services
 - Acquire or license-in 3rd party technology
 - Assessing technology
 - Incorporate into JV and Localize
- Technical Support (internal)
 - Support and provide technical assistance and solutions to manufacturing units
 - Provide technical training/ optimization
- Technology development
 - Develop technology for company independently & without encumbrances: IP creation
 - Fundamental research
 - Product and/ or process improvements
 - Technology push: new market for existing product or process
 - Market pull: new product or process or existing market
- Customer support (external)
 - Problem/ solution support (products)
 - Technical service support (process)
 - Customer-driven product characteristics or function; Identify market solutions or growth, trend setter and market leader
- Environment/ regulatory
 - Sustainability, Carbon Reduction, Energy Efficiency; Circular Economy; Government regulation compliance (e.g., SEEC)
- Digitalization / Digitization
 - Software Systems, Big Data Platform, Artificial Intelligence, Internet of Things, Machine Vision and Learning, Advances Analytics Technologies, Visualization Platform, 3D printing, 5G, Drones, Cloud Computing, Augmented Reality, Automatic Guided Vehicles, Edge Computing, Blockchain, Digital Twin, Cybersecurity, Robotics, Quantum Computing, and Virtual Reality.

Do you have the right IP/ Legal policy, procedure, structure and model to maximize protection and value as well as minimize risk?

- Map out existing infrastructure, systems and legal framework as well as existing agreements, and revise, or possibly establish as needed
- Review and update data protection infrastructure, IT system and protection, data storage, sharing and use, cybersecurity, etc.
- Review, update or establish legal protections and considerations for digitalization - overall data plan, design, sources, security, use and destination
- Develop IP policies, procedures, workflows, tools and templates:
 - Publication/ Presentation Clearance
 - Due Diligence & FTOs
 - Agreements - Draft, Negotiate, Review & Manage
 - Trademarks
 - Copyrights
 - Trade Secrets
 - Patents - Invention Capture and Researcher Training
 - Patents - Competitive Alerts & Opposition
 - Patent Portfolio Management
 - Patent Portfolio Review and Culling
 - Patent Monitoring & Enforcement and Commercialization

In collaboration with

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